

Attendees: Chair: Shaun McCarthy (Action Sustainability), David Picton (Carillion) via phone, Nitesh Magdani (BAM), Dale Turner (Skanska), Shamir Ghumra (BRE), Keith Chanter (EMCOR), Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability), Graham Edgell (Morgan Sindall)

Apologies: Anna Baker (Sir Robert McAlpine), Caroline Johnstone (Galliford Try), Kieran Brocklebank (United Utilities), Richard Bayliss (CITB).

1. Progress against actions

Shaun McCarthy explained that more detail was being reported at this meeting as the School was coming up to half way through the financial year.

Ian Heptonstall gave a brief overview on actions from the last meeting.

Graham Edgell was asked to give an update on the Materials Group. Graham reported that the Materials Group had been struggling to progress. As a result Graham Edgell will conduct some one-to-one sessions with key members of the group to discuss the business plan and strategy for the materials group.

It was also discussed that the supplier days needed to have a focus running through them which was agreed by each Leadership Group. Graham Edgell felt that some feedback, particularly from regular attendees, at the Derby supplier day was negative, particularly on the afternoon session that it was too long.

Agreed:

- ✓ Potentially the Board meeting in the new year could take place at UU's office in Warrington.
- ✓ The School will host the e-learning that CECA are intending to produce. However CECA are unable to find budget to produce them currently.
- ✓ The leadership groups must be involved in shaping the supplier days and agree the theme that the day will take.
- ✓ The Partner maturity matrix is being rolled out which should help to engage Partners outside of meetings. Without Partner engagement the School will not progress.
- ✓ The Sector Leader for the Infrastructure Group will be inviting the Chairs from the other groups to share best practice.
- ✓ It was agreed that appointing a Board Sponsor to each SIG was unnecessary as the time commitment was too intense. Instead it was agreed that the SIG's were to be proactive and ask the Board for guidance where needed.

Actions:

1. Hilary Hurrey to arrange with Kieran Brocklebank hosting a Board meeting in the New Year.
2. Graham Edgell will produce a one page document following his discussions with key members of the group and Ian Nicholson and submit this to Ian Heptonstall.
3. Hilary Hurrey to send Graham Edgell a list of the Infrastructure Partners with email address.
4. AS to consider and refresh the supplier days to address feedback gained so far.
5. Toby Bowers to plan and implement a "carbon month" within the School.
6. Ian Heptonstall to send round the Memorandum of Understanding with UKGBC once finalised.

7. Hilary Hurrey to ensure that the SIG Secretariats are aware that they can ask the Board for guidance where necessary.

2. Operational Update

a) Progress against KPI's

Ian Heptonstall reported on the KPI's to date. Overall the School is performing significantly better than previous years with 50% more active members than a year ago. Some of the sectors we serve though are lagging behind.

Agreed:

- ✓ The Construction School has the most members and so will naturally have a higher number engaged with the School.
- ✓ Once the One School is launched it is expected that all figures will rise as members will have far more choice of learning and will not be limited to one market.
- ✓ The quality of learning has had further analysis to understand the lower figures against target. A key point is that the audience is not always the right one. However the quality of the sessions remains high.
- ✓ It was agreed that there needs to be more done to engage with Partners to help them to engage with the School and engage their supply chains into the School. Workshops for Partners was suggested.
- ✓ It was agreed that statistics on the knowledge side of the School should be considered and reported on such as: usage of resources (top ten etc), analysis in what is gaining new members; how does the School measure what benefits are brought to members businesses as a result of learning through the School (it was agreed that this was a very tough outcome to get); profile on the age of resources within the School to highlight what new knowledge is being pushed into the School.

Actions:

1. Hilary Hurrey to scope out with the School team a Partners engagement workshop.
2. AS to present a first draft of a School knowledge report at the next Board meeting.
3. Hilary Hurrey to consider with Toby Bowers some communications to the School and Partners once the School reaches 15,000 members.

b) Welsh Group development

Ian Heptonstall gave an update on the Welsh group and its development.

Agreed:

- ✓ The Board agreed to receiving monies from educational Partners to develop the Welsh group as long as there was no imposition to how business was done in those regions.
- ✓ It was agreed that the two educational Partners have links to the Welsh Government which was valuable to the School.
- ✓ Paul Parkinson will continue to aim for £120K of Partner fees for the group (as was the original intention).
- ✓ The funding model being developed with the Welsh group will be repeated for the Scottish group development.

c) BIM SIG

Ian Heptonstall updated the Board on the BIM SIG. The group posed the question to the Board on whether it fit with the School ethos to be able to access the individual BIM competency scores of the supply chain that were undertaking the diagnostic.

Agreed:

- ✓ It was agreed that there would be no access to individual scores for any member who took part in the BIM diagnostic.
- ✓ There would be access to anonymous and aggregated data (as there is currently with the School sustainability scores and competency scores within the Offsite market).
- ✓ There would not be the development of a School 'BIM badge' or anything similar.

Actions:

1. Ian Heptonstall to inform the BIM Secretariat and group of the outcome.

3. Management Actions – half year progress report

Ian Heptonstall reported on progress against management actions. In the main the development of the School against business plan and vision is on track. Web development will be done by end of Quarter three instead of quarter two.

There was a brief reminder around Intellectual Property and the relationship with CITB. That is any development work funded by CITB means that they own the IP, but they licence this IP back to the School on a free unlimited licence.

No designers are signed up as Partners as of yet, however the launch is due on 28th September and there will be a series of workshops taking place over the next few months. Additional content has been uploaded onto the Offsite School. A new e-learning module on DfMA and a promotional/ case study style video on why DfMA is important to designers and architects is due to be uploaded in time for the launch.

Accreditation of School resources is on track. The organisation CPD UK will be accrediting the e-learning and workshops within the School and there will be specific RIBA Accredited resources for the design community .

Potentially a newsworthy piece. Over the year we will track the effect of the accreditation.

This will become a regular feature within the meeting to keep a strategic focus on the School vision.

Agreed:

- ✓ It was agreed that the accreditation of School knowledge was a potential newsworthy piece and Jim McLelland will be made aware of timescales and progression.

Actions:

1. Hilary Hurrey to ensure Jim McLelland is made aware of timescales and progress on accreditation.

4. School financial performance update

Ian Heptonstall gave an overview on the current financial status of the School. Based on current revenues it looks like there will be £50K short fall. Savings were identified in cost of accreditation, research and also capitalising on the web development.

Agreed:

- ✓ In principle the Board agree on the cost reduction. The cost if the IT development should be held in the current balance sheets until it is delivered and then capitalised over two years.
- ✓ There will need to be a further £32K of Partner revenue brought in by end of March 2017.

5. Business Planning Process for 2017

Ian Heptonstall presented the process for Business Planning to the benefit of the newer members of the Board.

Graham Edgell brought up the fee structure for the materials group. There will be some smaller organisations who will want to join the group but will be unable to afford the £10K fee. The question was posed, 'should the Board come up with a proposal or should the Materials group come up with a proposal and submit to the Board?.'

Agreed:

- ✓ The Materials Group should put together a draft proposal for consideration of the Board at the next meeting in November.
- ✓ Paul Parkinson should attend that section of the meeting to input into discussions.
- ✓ The status should not be 'Partner' but considered as something else with certain limitations included. The value proposition will also need to be considered. This level would need to be invited by a Partner to the group.

Actions:

1. A paper is to be drafted by Graham Edgell and Ian Heptonstall and circulated to the Board within the next few weeks.
2. This paper will then be taken to the Materials Group for comment and then a final discussion to take place at the next Board meeting.

3. Developing the School Values

Shaun McCarthy gave an update on the School Values and the process. The development of the School values is a valuable piece of work as it provides a common language for Partners and stakeholders within the School and presents the ethos of the School to new Partners. They will ensure a commonality when approaching the way School runs. Last of all it provides Paul Parkinson with guidance when approaching potential Partners.

Agreed:

- ✓ It was agreed that the work could potentially be a valuable piece of work for thought leadership and may provide significant value for organisations to develop their own values.

Actions:

1. Shaun McCarthy to make Jim McLelland aware on the work going on relating to the School values.

4. Horizon Group Update

Shaun McCarthy gave an overview of the current projects that the Horizon Group are involved in.

a) UU Research Donation

Kieran Brocklebank and Jacquie Glass have spoken and the research will be hosted by the School. It will also be usable by United Utilities. The Board were asked to consider the question around commercial sponsorship.

Agreed:

- ✓ It was agreed that there should be no UU logo or branding appearing on the research/training output and that it can not be called the United Utilities Award.
- ✓ United Utilities will need to ensure they receive value from the research but it also needs to fit within the School.
- ✓ The Horizon Group should consider what the research should be on. Kieran Brocklebank will be able to participate in the Horizon Group and be part of the process.

Actions:

1. Shaun McCarthy will go back to Kieran Brocklebank on the conditions of the research.

b) Accepted Projects

Shaun McCarthy gave an update on accepted proposals. The learning that was taken from this round of research projects is that the Universities were not given enough time to fully consider what they want to do.

Agreed:

- ✓ It was agreed that the research fund would be included again in the next School budget. The Universities will be informed and so are given more time to consider and pitch for the research money.
- ✓ It was agreed that the Horizon Group should reach out to the Partners for considerations for research as well. Workshops have been run in the past to ask industry partners what is important they did not get positive feedback. A more individual approach to the Partners should be considered so that the decision maker is approached and given the chance to put forward ideas. The process can include Universities and also industry.

Actions:

1. Shaun McCarthy will start the process for Universities to pitch for the research money.
2. Shaun McCarthy will reach out to Partners individually regarding research ideas.

5. Any other business

- ✓ Ian Heptonstall and Shaun McCarthy informed the Board on a change of ownership of Action Sustainability. They are both 50% share holders of the business.
- ✓ Action Sustainability is also being launched in Australia.
- ✓ Shamir Ghumra reported that BRE has acquired Constructing Excellence. There may be further opportunity to promote the School within the regions once more is understood. Shamir Ghumra to update the group as it progresses.
- ✓ The fifth birthday of the School (June 2017) is to be considered.